

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)
Funded by U.S. Agency for International Development**

Report on the Legislation Management Workshop

**Jordan National Customs
ASEZA Customs and Revenue**

Final Report

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Executive Summary

A legislation management workshop was held at the Marriott Hotel, Amman, from 3 to 5 February 2003. The workshop was attended by six representatives of the Customs Legal Department and two from ASEZA. It was conducted by Mark Harrison, the Customs Legislation and Legal Affairs Advisor.

The workshop's objectives were to:

- review current practices in legislation management
- explore the concept of the legislation cycle
- review the recommendations in the Harrison report
- explore options for the management of legislation; and
- develop a strategic plan to implement the preferred option
- establish useful templates to assist with managing legislation projects.

The workshop produced two strategic management documents: the first, a legislation management strategy for Jordan Customs; and the second a similar strategy for ASEZA. The strategies adopt risk management and project management principles to enable Jordan Customs and the Authority to identify functions which must be undertaken at each stage of the legislation cycle. The strategies also contain simple templates to assist with this process. The participants all stressed their intention to apply these strategies in the workplace, and noted that their role as legal officers would be strengthened if senior managers also had the benefit of attending a similar workshop so that they better understood the need for, and content of, the strategy.

The workshop was well-received by the participants. They felt that it was relevant to their work, and helped greatly to develop their understanding of the legislative process. They would have liked the workshop to continue for another day, to enable them to spend longer on the scenario exercise. From this feedback, it is reasonable to conclude that the workshop was valuable, and could be extended to a wider group both in the national Customs and in ASEZA (for whom implementing the strategy would be less of a problem).

The workshop's objectives as stated in the scoping paper were largely met. Unfortunately, the workshop did not have time to consider in depth – and to comment on – the key recommendations in the Harrison Report (although many of the ideas expressed in the report were supported by the workshop.) Much work remains to be done to follow up on the Harrison Report, and to develop a legislative program which reflects the Customs' priorities for legislative change. Hopefully, this can be achieved under the second workshop anticipated by the SOW, in which we shall establish the areas of Customs Law most in need of change and reform.

Introduction

The legislation management workshop was held in Amman at the Hotel Marriott from 3 to 5 February 2003. The workshop was conducted by Mark Harrison, the Customs Legislation and Legal Affairs advisor, as the first activity anticipated under the Scope of Work dated 10 December 2002. The objectives of the SOW are to progress the following results:

1. legal, regulatory and administrative reform
2. identifying, establishing and promoting international best practice procedures to meet national policy objectives and international obligations;
3. strategic and business planning
4. developing Customs rulings and appeals process systems.

In phase one of the project, the consultant identified areas where change was needed in current legislation, direction, practice and infrastructure. The second phase of the project, as covered by this SOW, is to assist the legal officers of the national Customs to design, develop and implement an effective legislation management strategy for the Customs. The first task under this phase of the project was to conduct a legislation management workshop for selected officers from the Legal Department to define a legislation management strategy and to design templates to assist the Legal Department to give effect to the strategy.

Before the workshop began, participants were provided with copies in Arabic of the Consultant's report, a scoping paper for the workshop, and a session plan. The scoping paper identified the objectives of the workshop itself as follows:

- review current practices in legislation management
- explore the concept of the legislation cycle
- review the recommendations in the Harrison report
- explore options for the management of legislation; and
- develop a strategic plan to implement the preferred option
- establish useful templates to assist with managing legislation projects.

Participation

The workshop was attended by 6 officers from National Customs Legal Department and two officers from ASEZA, one from the Customs Authority and one from the Revenue Authority. The officers had a differing range of Customs experience, with some very familiar with legislation procedures in Jordan and with the preparation of legislation by Jordan Customs, and others relatively new to the area. All participants were highly qualified and contributed very positively. The workshop was also greatly assisted by the contribution of Jamal Olaimat, the Customs advisor in AMIR, to the discussion and the contribution of Rami Khyami and Lina Arafat to the organization and running of the workshop. The venue at the Marriott proved to be very successful, with excellent

facilities and catering. The Hotel's service attitude was top class. Excellent interpretation was provided by Ms Basma N. Al-Far.

The Workshop Process

Day 1: Monday 3 February

Introduction

The workshop began with a brief introduction of Mark Harrison by Jamal Olaimat to the group. Mark then gave the group a more detailed explanation of his experience in managing legislation, particularly within the Australian Customs Service.

Mark then asked the group to introduce themselves individually, to explain their current position in Customs or ASEZA, and to outline their expectations of the workshop. These expectations were recorded so that they could be revisited at the end of the workshop as part of the evaluation process.

The expectations were summarized as follows:

- ☐ to learn more about Customs
- ☐ to see what might have been missed in the amendments of 1998/2000
- ☐ to help to manage legislation changes faster
- ☐ to develop understanding of how to amend the law
- ☐ to learn how to avoid risks when passing legislation and to contribute to the production of legislation
- ☐ to develop knowledge of Customs and Customs Law
- ☐ to fill gaps in the law and how to deal with texts and gaps in practice.

Following the clarification of expectations, the workshop then briefly considered the objectives outlined above.

Stakeholder Analysis

The workshop then conducted a brief analysis of the stakeholders who were affected by the law and by legislative change. We stressed that the stakeholders are many and varied, and that they had different interests at various stages of the legislation cycle. A few were identified to illustrate how many and varied they could be, even for a relatively small area such as ASEZA. Stakeholders were identified as including (but by no means limited to):

ASEZA

- ☐ the Authority itself
- ☐ Importers (lawful and unlawful)
- ☐ Registered enterprises
- ☐ Exporters
- ☐ Air freight companies

- ❑ Passengers/tourists
- ❑ Clearing agents
- ❑ Citizens
- ❑ The port authority
- ❑ Shippers etc

National Customs

- ❑ Dept Trade and Industry
- ❑ Sales Tax Dept Income Tax Dept
- ❑ Jordan Investment Board
- ❑ The community
- ❑ Legal practitioners
- ❑ Owners and importers etc

Change Drivers

We then discussed briefly the approach taken by the European Union to the importance of legislation management for Customs services intending to join the EU, and from there moved to a consideration of what provides the impetus for legislative change. The group identified the following drivers for legislative change:

- ❑ International norms
- ❑ Customs identifies a need for procedural change
- ❑ Court decisions require loopholes to be closed
- ❑ To facilitate procedures for foreign investors
- ❑ Government policy changes
- ❑ To respond to stakeholders concerns
- ❑ Government desire to restructure the tax system.

Identifying Current Functions

The workshop then split into two groups to identify in flow charts the functions currently performed by National Customs and ASEZA when preparing legislation. The group was also introduced to the way in which legislation is prepared and passed in Australia to provide a comparative study. Both groups successfully identified the major functions required, and also identified the need for effective communications between areas of the department with an interest in the legislation, and the potential for stakeholders to be consulted during this process.

Following each group's reporting back to the meeting, we then examined the way in which legislation is given effect to once it has been passed:

- ❑ We identified the types of subordinate legislation that might be required to substantiate the legislation – by-laws, regulations, advisings etc

- ❑ Then we identified the means available for the legislation to be made transparent through publication and promulgation
- ❑ Then we looked at the effect of compliance activity in helping understanding of the law
- ❑ And at the process of administrative review and judicial review.

Legislation Cycle

In this way the group was introduced to the concept of the legislation cycle, as identified in the diagram circulated to the group (*attached*). We established each of the five stages of the cycle as being:

- ❑ Initiation
- ❑ Legislation drafting
- ❑ Passage of legislation
- ❑ Implementation of legislation
- ❑ Evaluation and Review

The group also identified the five key inputs to a successful legislation strategy, viz

- ❑ An effective legislative planning process
- ❑ An effective organizational structure
- ❑ Stakeholder involvement
- ❑ Competent staff
- ❑ Effective communication.

Day 2: Tuesday 4 Feb

Review of Key Learnings

The workshop resumed on Day 2 with a review of the concepts in the Legislation Cycle. The workshop concluded that this provided a framework for the establishment of the legislation strategy with which they agreed, and which reflected accurately the various stages of the law-making process in Jordan.

Application of the Legislation Cycle in Jordan

The workshop then began to examine how the Legislation cycle could be given effect to in Jordan and in ASEZA.

We began with an examination of risk management principles as set out in the Kyoto Convention on the Simplification and Harmonisation of Customs Procedure, identifying how those principles would assist in identifying and managing the obstacles that might prevent the smooth management of legislation in Jordan.

We also agreed that this provided a useful basis upon which to plan each legislation project.

Establishing Context and Objectives

The workshop then identified the contexts in which the national Customs and ASEZA had to manage their legislation programs. This also enabled the two groups to establish the objectives which the Government had for each body.

The workshop concluded as follows:

For National Customs

The Jordan National Customs is a key regulatory agency of the Jordanian Government. As such it is responsible for the administration of many aspects of Government legislation, and there are few laws which do not have some impact on Customs. The Customs Law, and the subordinate legislation that gives effect to the Law, is itself an important Government instrument. It is therefore central to the good administration of Customs that the Law is clearly worded, properly understood both by Customs staff and by stakeholders, and meets the Governments objectives for the integration of Jordan into the global economy.

The Customs Law and related legislation affects many key stakeholders. These include, but are not limited to:

- His Majesty the King
- The Government of Jordan
- The Prime Ministry
- Department of Trade and Industry
- Sales Tax Department
- Income Tax Department
- Jordan Investment Board
- The community
- Legal practitioners
- Owners and importers
- Clearing agents
- Exporters
- Foreign investors
- International travelers.

The Law is important for Customs in two ways:

- It establishes the law which Customs is responsible for administering
- It establishes the powers, and procedures which Customs must abide by when administering the law.

In administering the Law Customs is meeting key Government objectives. These include:

- To harmonise local legislation with international norms laid down by the World Trade Organisation (e.g. the Valuation Agreement), the World Customs Organisation (e.g. the Kyoto Convention on the Simplification and Harmonisation of Customs Procedures) and key bilateral Agreements such as the Free Trade Agreement with the European Union, and the Free Trade Agreement with the United States.

- Introducing facilitating procedures which will simplify trade transactions and attract foreign investment, while maintaining the minimum necessary control on imports and exports
- To reduce the financial burdens on traders, and particularly to reduce Customs duties.

To assist Customs to meet the Government's objectives, it is important :

- That the Customs Law be transparent and accessible to stakeholders and Customs staff alike, so that any party impacted by the Law is able to understand how and why the Law affects them
- That stakeholders understand and accept the law of Customs as a regulatory law and not a penal law:
 - So that penalties are not seen as an end in themselves
 - And stakeholders recognize that the penalties are proportionate to the nature of the offence to which they relate
- That the Law allows for the decentralisation of decisions within Government by effectively delegating appropriate powers to the Director-General of Customs to facilitate decision-making and reduce procedural obstacles
- To empower Customs to adopt state of the art technology so as to facilitate trade
- To increase transparency by bringing all Customs law under the one Law.

The Legislation Cycle

The proper management of its legislation program should therefore be a high priority for Customs if it is to maintain its ability to meet the Government's objectives. The management of legislation involves much more than simply drafting legislation for Parliament to consider, although that is an important element of its work. The totality of what must be done is best represented by the diagram on the following page.

In summary, Customs must be prepared to manage legislation at all stages: initiation, drafting, passage, implementation, and evaluation and review. This requires that Customs maintain a continuing focus on all legislation for which it is responsible at all stages of its maturity. This requires a proactive approach, using project management principles for the development and implementation of legislation, and a risk management approach to identify threats and risks that might impact upon the legislation program.

For ASEZA Customs and Revenue

Context and Objectives

ASEZA is an important agency of the Jordanian Government. It is responsible for the administration of specific pieces of Government legislation, designed to create the special conditions under which the Zone operates. These pieces of legislation include:

- The ASEZA law and by-laws, including the Customs and Revenue provisions, and, and the subordinate legislation that gives effect to the Law.
- The General Sales Tax Law
- Law of Standards and Metrology
- Law of Health

It is central to the good administration of the Zone, for both Customs and Revenue purposes, that the Law is clearly worded, properly understood both by ASEZA staff and by stakeholders, and meets the Government's objectives for the development of the Zone as a center of Trade and Commerce in Jordan.

The ASEZA Law and related legislation affects many key stakeholders. These include, but are not limited to:

- His Majesty the King
- The Government of Jordan
- ASEZA itself
- Jordan Investment Board
- The community
- Registered enterprises
- Legal practitioners
- Owners and importers
- Clearing agents
- Exporters
- Foreign investors
- International travelers
- Air freight companies
- Shippers
- The Port Authority

In administering the Law, the Revenue and Customs Departments of the Authority are meeting key objectives of the Authority. These include:

- To facilitate activities for investors, while maintaining appropriate minimal legal controls
- To ensure that procedures for importers and investors are simple
- To increase treasury revenues
- To establish wide knowledge and understanding of how the ASEZA Law works
- To provide a means of measuring the success of the ASEZA Law in attracting foreign investment
- To provide information forums to inform industry of all the laws and procedures in ASEZA
- To administer the penalty system for breaches of ASEZA Law in such a way that they will provide both an effective penalty for wrong doing and an effective deterrent

To assist Departments to meet the Government's objectives, it is important:

- That the ASEZA Law relating to Customs and Revenue be transparent and accessible to stakeholders and ASEZA staff alike, so that any party impacted by the Law is able to understand how and why the Law affects them
- That stakeholders understand and accept the Law as a regulatory law and not a penal law:
 - So that penalties are not seen as an end in themselves
 - And stakeholders recognize that the penalties are proportionate to the nature of the offence to which they relate.

The Legislation Cycle

The proper management of its legislation program should therefore be a high priority for ASEZA if it is to maintain its ability to meet the Government's objectives. The management of legislation involves much more than simply drafting legislation for Ministers and Parliament to consider, although that is an important element of its work. The diagram on the following page best represents the totality of what must be done.

In summary, ASEZA must be prepared to manage legislation at all stages: initiation, drafting, passage, implementation, and evaluation and review. This requires that ASEZA maintain a continuing focus on all legislation for which it is responsible at all stages of its maturity. This requires a proactive approach, using **project management principles** for the development and implementation of legislation, and a **risk management approach** to identify threats and risks that might impact upon the legislation program.

Establishing Key Activities

Having reached conclusions about the Context and Objectives, the workshop then examined the activities that would be required to manage each stage of the cycle effectively.

For **National Customs**, these were identified as follows:

Activities to Give Effect to the Five Stages of the Cycle

To manage legislation proactively and in response to Government objectives, Customs will need to anticipate and plan activity under each stage of the cycle. Some of these activities are set out below, but with experience and more practice, additional activities will also be identified. To assist with the identification of these activities, a simple template has also been identified for each stage of the cycle. These templates are attached at Annexes A to E.

Stage 1: Initiation

At this stage of the process, Customs will undertake activities such as:

- Identifying the need for legislative change through research and evaluation of existing law and new policy requirements
- Identifying international norms and standards that need to be included in Customs Law
- Responding to requests from Government Agencies and other stakeholders to change the law to meet new policy objectives
- Planning the remaining stages of the legislation cycle so that each new piece of legislation is managed according to project management principles
- Preparing drafting instructions to assist the draftsman to draft the legislation

Stage 2: Drafting

At this stage of the process, Customs will

- Undertake the initial drafting process and prepare a proposed draft
- Liaise with the Bureau of Legislation to ensure that the draft is refined in accordance with the law, but without losing the policy intent
- Where the law is a by-law or subordinate law, Customs will liaise with the Prime Ministry to ensure that it is properly drafted
- Once the draft Law has been submitted to the Parliamentary Legislation Committee, liaise with that committee to assist it to understand the law:
 - This will include providing to the Committee explanatory materials in support of the Law
- Start preparing subordinate legislation in anticipation of the passage of the main law
- Start preparing materials for staff and stakeholders explaining the impact of the new Law

Stage 3: Passage

At this stage of the process, Customs will:

- Assist Parliament as necessary to understand the Law by:
 - Participating in meetings with parliamentarians
 - Providing such explanatory material as Parliament may request.
 -

Stage 4: Implementation

At this stage of the process, Customs will:

- Complete the required legal procedures to bring the legislation into force, including gazettal of the Law
- Conclude preparation of the subordinate legislation required, and bring it into effect
- Conclude preparation of the explanatory materials
- Disseminate the explanatory materials to stakeholders and provide access to the law through all available media, including:
 - Website
 - Brochures and pamphlets
 - Advertisements
 - Seminars
- Inform and educate customs staff about the changes, through appropriate means such as:
 - Training courses
 - Staff information circulars
 - Revised operating instructions
 - Intranet (if and when available)

Stage 5: Monitor and Review

At this stage of the process, Customs will:

- Provide a mechanism to receive feedback on the operation of the law from:
 - Stakeholders
 - Courts
 - Staff
 - International bodies (if appropriate)
- Review and assess the operation of the law over a period of time
- Initiate a process of legislative change to improve the law.

Establishing Key Inputs

To assist the management of the legislation cycle, Customs will provide the following inputs:

1. Organisational Structure.

- Customs will maintain an effective Legal Department to manage all stages of the Legislation cycle in consultation with operational and policy areas of Customs
- Customs will establish a Legislation Committee with responsibility for planning and overseeing the work of the Legal Department, and coordinating the work of the Department with other areas of Customs. This Committee will be chaired by a very senior officer, and the Legal Department will provide the Secretariat.

- The Legal Department should report to the Director General or his Deputy.

2. Staff Skills

- Customs will maintain a group of officers skilled in legislative drafting to ensure that it has a capability sufficient to deliver an effective on-going legislation program
- Customs will maintain a suitable training program to ensure that skilled drafting resources are developed when necessary

3. Planning Process

- Customs will introduce a planning process to establish an annual program of legislative change, based on bids received from operational and policy areas, and in consultation with external stakeholders
- The planning process will be undertaken by the Legal Department under the Guidance of the Legislation Committee
- This planning process will be conducted in consultation with Policy and Planning Department, and will be linked to the Strategic Planning process.

4. Stakeholder involvement

- Customs recognizes that stakeholders need to be involved at all stages of the legislation cycle and will maintain effective consultation mechanisms with them

5. Resources

- Customs will ensure that the Legal Department has adequate resources to ensure that it is able to manage the legislation program effectively. Resources include legal texts, access to appropriate IT etc.

For **ASEZA**, these were identified as follows:

Activities to Give Effect to the Five Stages of the Cycle

To manage legislation proactively and in response to Government objectives, ASEZA will need to anticipate and plan activity under each stage of the cycle. Some of these activities are set out below, but with experience and more practice, additional activities will also be identified. To assist with the identification of these activities, a simple template has also been identified for each stage of the cycle. These templates are attached at Annexes A to E.

Stage 1: Initiation

At this stage of the process, ASEZA will undertake activities such as:

- Identifying the need for legislative change through research and evaluation of existing law and new policy requirements
- Identifying international norms and standards that need to be included in the Law
- Responding to requests from Government Agencies and other stakeholders to change the law to meet new policy objectives
- Planning the remaining stages of the legislation cycle so that each new piece of legislation is managed according to project management principles
- Preparing drafting instructions to assist the draftsman to draft the legislation

Stage 2: Drafting

At this stage of the process, ASEZA will:

- Undertake the initial drafting process and prepare a proposed draft
- Liaise with the Prime Ministry to ensure that the draft is refined in accordance with the law, but without losing the policy intent
- Start preparing subordinate legislation in anticipation of the passage of the main law
- Start preparing materials for staff and stakeholders explaining the impact of the new Law

Stage 3: Passage

At this stage of the process, ASEZA will:

- Assist Parliament as necessary to understand the Law by:
 - Participating in meetings with parliamentarians
 - Providing such explanatory material as Parliament may request.

Stage 4: Implementation

At this stage of the process, ASEZA will:

- Complete the required legal procedures to bring the legislation into force, including gazettal of the Law
- Conclude preparation of the subordinate legislation required, and bring it into effect
- Conclude preparation of the explanatory materials
- Disseminate the explanatory materials to stakeholders and provide access to the law through all available media, including:

- Website
 - Brochures and pamphlets
 - Advertisements
 - Seminars
- Inform and educate ASEZA staff about the changes, through appropriate means such as:
- Training courses
 - Staff information circulars
 - Revised operating instructions
 - Intranet (if and when available)

Stage 5: Monitor and Review

At this stage of the process, ASEZA will:

- Provide a mechanism to receive feedback on the operation of the law from:
- Stakeholders
 - Courts
 - Staff
 - International bodies (if appropriate)
- Review and assess the operation of the law over a period of time
- Initiate a process of legislative change to improve the law.

Key Inputs

To assist the management of the legislation cycle, ASEZA will provide the following inputs:

1. Organisational Structure.

- ASEZA will maintain an effective Legal Department to manage all stages of the Legislation cycle in consultation with operational and policy areas of the Authority

2. Staff Skills

- ASEZA will maintain a group of officers skilled in legislative drafting to ensure that it has a capability sufficient to deliver an effective on-going legislation program
- ASEZA will maintain a suitable training program to ensure that skilled drafting resources are developed when necessary

3. Planning Process

- ASEZA will introduce a planning process to establish an annual program of legislative change, based on bids received from operational and policy areas, and in consultation with external stakeholders
- The planning process will be undertaken by the Legal Department under the guidance of the Commissioner
- This planning process will be conducted in consultation with other areas of ASEZA, and will be linked to the Authority's Strategic Planning process.

4. Stakeholder involvement

- ASEZA recognizes that stakeholders need to be involved at all stages of the legislation cycle and will maintain effective consultation mechanisms with them

5. Resources

- ASEZA will ensure that its Legal Department has adequate resources to enable it to manage the legislation program effectively. Resources include legal texts, access to appropriate IT etc.

Day 3: 5 February

The workshop reviewed the conclusions reached on Day 2 and affirmed that these conclusions should be reflected in the legislation strategy.

The group then addressed the issue of project documentation.

Establishing Templates

As required by the SOW, the workshop considered how best to develop templates to assist Customs to manage each stage of the legislation cycle. Mark circulated a draft set of templates, for each stage. The templates identified the key functions to be undertaken at each stage, stakeholders, communication strategies, resources and timing. The templates were tested for their usefulness against a notional scenario as follows:

The Government of Jordan has decided to restrict the importation of genetically-modified food. As a result, such food can only be imported under a permit issued by the Department of Health. A penalty is to be applied to anyone who attempts to import without a permit. Describe the steps that need to be taken to manage this new piece of Customs legislation.

Against this scenario, the two groups considered what steps they would need to take to manage the initiation and drafting stages of this project (Time did not permit an analysis of what would be required to complete all 5 stages of the cycle.) Following this analysis, which successfully identified the key factors that the Legislation Department would need to do, the workshop confirmed that these templates constituted a useful set of project management documents and requested that they be included in the strategy.

The templates are attached at the end of this report.

Next Steps

The workshop then considered what steps it would take to introduce the legislation strategy into Customs. They identified the following:

- ❑ Finalise the drafting of the strategy and circulate it within Customs
- ❑ Discuss the strategy with senior managers

- ❑ Ask for a further workshop on legislation management, this time with senior managers from the Legal Department and other relevant areas in attendance
- ❑ Make the legal section more effective in terms of the workload that is delegated to it
- ❑ Market the Legal Department to senior managers by helping them to understand better the Department's role and skills.

Evaluation

The workshop participants completed their evaluation of the workshop. They concluded:

- ❑ That they agreed with and supported the legislation management strategy which they had prepared
- ❑ They wanted to implement it in the workplace
- ❑ They saw it as a valuable workshop for staff at all levels.

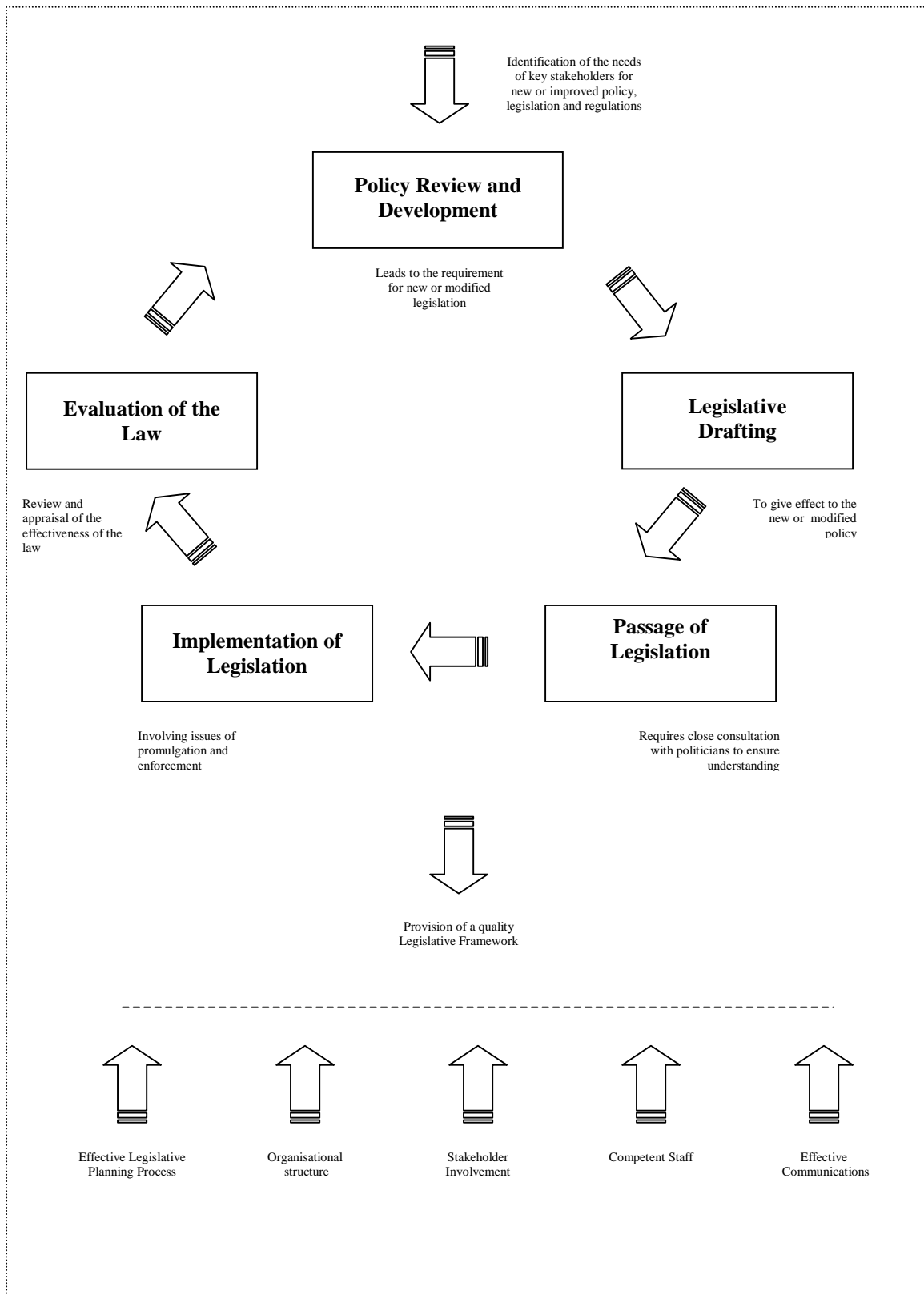
The participants then completed evaluation forms as required by AMIR.

A constant theme of their evaluation was that they felt uneasy about the support that they would receive from senior management when they returned to the workplace. We agreed that the AMIR Program would continue to bring home to senior Managers that the proper management of legislation was an important element in implementing the reforms that were being developed through AMIR. For their part, the workshop participants would continue to develop their skills, and apply their learning from the workshop in the workplace.

Concluding remarks

The workshop was well-received by the participants. They felt that it was relevant to their work, and helped greatly to develop their understanding of the legislative process. They would have liked the workshop to continue for another day, to enable them to spend longer on the scenario exercise. From this feedback, it is reasonable to conclude that the workshop was valuable, and could be extended to a wider group both in the national Customs and in ASEZA (for whom implementing the strategy would be less of a problem).

The workshops objectives as stated in the scoping paper were largely met, and the outcomes anticipated in terms of the strategy, the templates, and this report were achieved. One area that was affected by lack of time was that the workshop did not have time to consider in depth – and to comment on – the key recommendations in the Harrison Report (although many of the ideas expressed in the report were supported by the workshop.) Much work remains to be done to follow up on the Harrison Report, and to develop a legislative program which reflects the Customs' priorities for legislative change. Hopefully, this can be achieved under the second workshop anticipated by the SOW, in which we shall establish the areas of Customs Law most in need of change and reform.

DIAGRAM REPRESENTING THE LEGISLATION CYCLE

LEGISLATION MANAGEMENT TEMPLATES

1. Initiation Stage

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>How is policy being developed? What input is Customs making to the policy? How are drafting instructions being developed?</i>	<i>Who are your stakeholders What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with policy development</i>	<i>What resources will you need? Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage</i>

2. Drafting Stage

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>How Is draft legislation being developed? What input is Customs making to the drafting? What subordinate legislation is being drafted?</i>	<i>Who are your stakeholders in the drafting process? What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with drafting? What means of communication do you need to have?</i>	<i>What resources will you need? Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage</i>

3. Passage and Entry into Force

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>What needs to be done to present the legislation to Parliament? What has to be done to ensure that the legislation is passed by Parliament? What steps need to be taken after that?</i>	<i>Who are your stakeholders? What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with the passage of the legislation? How are you going to keep them informed?</i>	<i>What resources will you need - Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage.</i>

Stage 4: Implementation

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<p><i>A. Elaboration: What needs to be done to ensure that the legislation has any supporting documents required – regulations, by-laws, customs forms etc.</i></p> <p><i>B. Implementation: What needs to be done to make sure the elaborated law is properly implemented? What operating instructions etc for staff are required? What information is needed for the general public etc?</i></p> <p><i>C. Compliance: What needs to be done to ensure that there is appropriate compliance with the law?</i></p> <p><i>D: What provision is there for administrative and judicial review? What will be the implications for Customs?</i></p>	<p><i>Who are your stakeholders?</i></p> <p><i>What will they expect from you? What do they need to know?</i></p>	<p><i>How will you keep stakeholders informed of progress with the implementation of the Legislation?</i></p> <p><i>How will you communicate the expectations of Customs to those people affected by the law?</i></p> <p><i>How will you maintain a high level of compliance?</i></p>	<p><i>What resources will you need - Staff, physical, budget, external assistance?</i></p>	<p><i>Over what time frame will you:</i></p> <ul style="list-style-type: none"> <i>Establish the necessary supporting materials?</i> <i>Maintain an effective communication strategy?</i> <i>Implement and monitor new compliance procedures?</i>

Stage 5: Review and Amendment

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	Resources	<u>Timing</u>
<i>What needs to be done to measure the effectiveness of the legislation? How will you demonstrate to Parliament that the law is working well? How will you review its operation?</i>	<i>Who are your stakeholders? What will they expect from you? What do they need to know?</i>	<i>How will you keep stakeholders informed of the effectiveness of the legislation? How are you going to work with them to monitor and review its operation?</i>	<i>What resources will you need - Staff, physical, budget, external assistance?</i>	<i>What time frame will you allow for the conduct of this review?</i>

“Customs Legislation”

Date: February 3,4,5 2003

Marriott Hotel - Amman

Sign-in Sheet

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Annex A: A LEGISLATION MANAGEMENT STRATEGY FOR ASEZA

Context and Objectives

ASEZA is an important agency of the Jordanian Government. It is responsible for the administration of specific pieces of Government legislation, designed to create the special conditions under which the Zone operates. These pieces of legislation include:

- The ASEZA law and by-laws, including the Customs and Revenue provisions, and, and the subordinate legislation that gives effect to the Law.
- The General Sales Tax Law
- Law of Standards and Metrology
- Law of Health

It is central to the good administration of the Zone, for both Customs and Revenue purposes, that the Law is clearly worded, properly understood both by ASEZA staff and by stakeholders, and meets the Government's objectives for the development of the Zone as a center of Trade and Commerce in Jordan.

The ASEZA Law and related legislation affects many key stakeholders. These include, but are not limited to:

- His Majesty the King
- The Government of Jordan
- ASEZA itself
- Jordan Investment Board
- The community
- Registered enterprises
- Legal practitioners
- Owners and importers
- Clearing agents
- Exporters
- Foreign investors
- International travelers
- Air freight companies
- Shippers
- The Port Authority

In administering the Law, the Revenue and Customs Departments of the Authority are meeting key objectives of the Authority. These include:

- To facilitate activities for investors, while maintaining appropriate minimal legal controls
- To ensure that procedures for importers and investors are simple
- To increase treasury revenues
- To establish wide knowledge and understanding of how the ASEZA Law works
- To provide a means of measuring the success of the ASEZA Law in attracting foreign investment
- To provide information forums to inform industry of all the laws and procedures in ASEZA
- To administer the penalty system for breaches of ASEZA Law in such a way that they will provide both an effective penalty for wrong doing and an effective deterrent

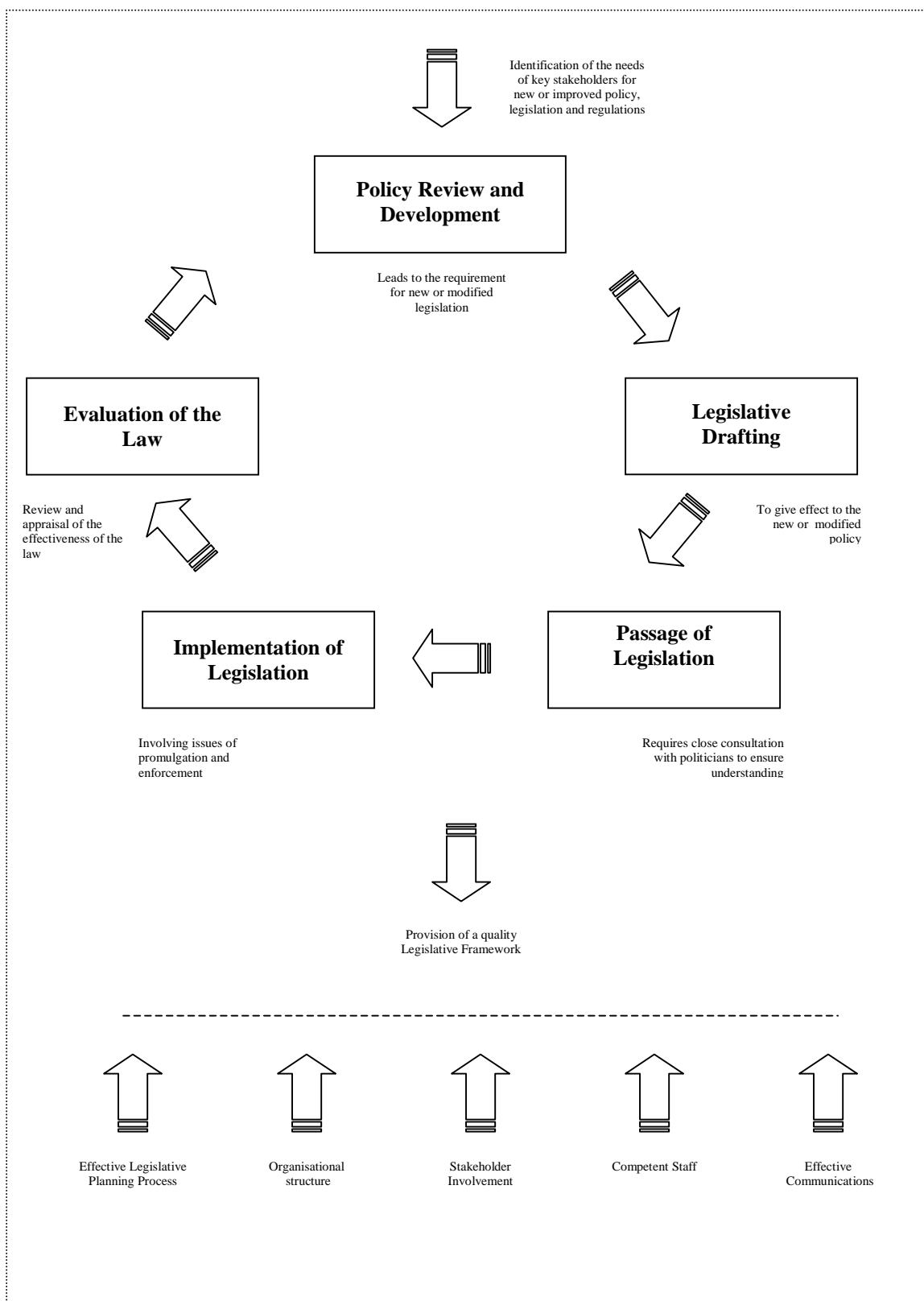
To assist Departments to meet the Government's objectives, it is important:

- That the ASEZA Law relating to Customs and Revenue be transparent and accessible to stakeholders and ASEZA staff alike, so that any party impacted by the Law is able to understand how and why the Law affects them
- That stakeholders understand and accept the Law as a regulatory law and not a penal law:
 - So that penalties are not seen as an end in themselves
 - And stakeholders recognize that the penalties are proportionate to the nature of the offence to which they relate.

The Legislation Cycle

The proper management of its legislation program should therefore be a high priority for ASEZA if it is to maintain its ability to meet the Government's objectives. The management of legislation involves much more than simply drafting legislation for Ministers and Parliament to consider, although that is an important element of its work. The diagram on the following page best represents the totality of what must be done.

In summary, ASEZA must be prepared to manage legislation at all stages: initiation, drafting, passage, implementation, and evaluation and review. This requires that ASEZA maintain a continuing focus on all legislation for which it is responsible at all stages of its maturity. This requires a proactive approach, using **project management principles** for the development and implementation of legislation, and a **risk management approach** to identify threats and risks that might impact upon the legislation program.



Activities to Give Effect to the Five Stages of the Cycle

To manage legislation proactively and in response to Government objectives, ASEZA will need to anticipate and plan activity under each stage of the cycle. Some of these activities are set out below, but with experience and more practice, additional activities will also be identified. To assist with the identification of these activities, a simple template has also been identified for each stage of the cycle. These templates are attached at Annexes A to E.

Stage 1: Initiation

.At this stage of the process, ASEZA will undertake activities such as:

- Identifying the need for legislative change through research and evaluation of existing law and new policy requirements
- Identifying international norms and standards that need to be included in the Law
- Responding to requests from Government Agencies and other stakeholders to change the law to meet new policy objectives
- Planning the remaining stages of the legislation cycle so that each new piece of legislation is managed according to project management principles
- Preparing drafting instructions to assist the draftsman to draft the legislation

Stage 2: Drafting

At this stage of the process, ASEZA will:

- Undertake the initial drafting process and prepare a proposed draft
- Liaise with the Prime Ministry to ensure that the draft is refined in accordance with the law, but without losing the policy intent
- Start preparing subordinate legislation in anticipation of the passage of the main law
- Start preparing materials for staff and stakeholders explaining the impact of the new Law

Stage 3: Passage

At this stage of the process, ASEZA will:

- Assist Parliament as necessary to understand the Law by:
 - Participating in meetings with parliamentarians
 - Providing such explanatory material as Parliament may request.

Stage 4: Implementation

At this stage of the process, ASEZA will:

- Complete the required legal procedures to bring the legislation into force, including gazettal of the Law
- Conclude preparation of the subordinate legislation required, and bring it into effect
- Conclude preparation of the explanatory materials

- Disseminate the explanatory materials to stakeholders and provide access to the law through all available media, including:
 - Website
 - Brochures and pamphlets
 - Advertisements
 - Seminars
- Inform and educate ASEZA staff about the changes, through appropriate means such as:
 - Training courses
 - Staff information circulars
 - Revised operating instructions
 - Intranet (if and when available)

Stage 5: Monitor and Review

At this stage of the process, ASEZA will:

- Provide a mechanism to receive feedback on the operation of the law from:
 - Stakeholders
 - Courts
 - Staff
 - International bodies (if appropriate)
- Review and assess the operation of the law over a period of time
- Initiate a process of legislative change to improve the law.

Key Inputs

To assist the management of the legislation cycle, ASEZA will provide the following inputs:

6. Organisational Structure.

- ASEZA will maintain an effective Legal Department to manage all stages of the Legislation cycle in consultation with operational and policy areas of the Authority

7. Staff Skills

- ASEZA will maintain a group of officers skilled in legislative drafting to ensure that it has a capability sufficient to deliver an effective on-going legislation program
- ASEZA will maintain a suitable training program to ensure that skilled drafting resources are developed when necessary

8. Planning Process

- ASEZA will introduce a planning process to establish an annual program of legislative change, based on bids received from operational and policy areas, and in consultation with external stakeholders
- The planning process will be undertaken by the Legal Department under the guidance of the Commissioner

- This planning process will be conducted in consultation with other areas of ASEZA, and will be linked to the Authority's Strategic Planning process.

9. Stakeholder involvement

- ASEZA recognizes that stakeholders need to be involved at all stages of the legislation cycle and will maintain effective consultation mechanisms with them

10. Resources

- ASEZA will ensure that its Legal Department has adequate resources to enable it to manage the legislation program effectively. Resources include legal texts, access to appropriate IT etc.

Project Management Templates

ASEZA recognizes that the development, passage and implementation of legislation requires careful planning, and is best conducted according to project management principles. Each stage of the legislation cycle should be planned and managed carefully. This will enable all risks to the project to be identified and treated, project milestones to be identified and met, and proper documentation of the process to be established.

To assist with this aspect of the strategy, ASEZA will manage its legislation using simple project management documents to provide guidance on the issues that need to be addressed at each stage of the process. These simple templates are attached for ease of reference. They will be changed and improved as experience with them develops.

DRAFT LEGISLATION MANAGEMENT TEMPLATE**1. Initiation Stage**

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>How is policy being developed? What input is Customs making to the policy? How are drafting instructions being developed?</i>	<i>Who are your stakeholders What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with policy development</i>	<i>What resources will you need? Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage</i>

2. Drafting Stage

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>How Is draft legislation being developed? What input is Customs making to the drafting? What subordinate legislation is being drafted?</i>	<i>Who are your stakeholders in the drafting process? What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with drafting? What means of communication do you need to have?</i>	<i>What resources will you need? Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage</i>

3. Passage and Entry into Force

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>What needs to be done to present the legislation to Parliament? What has to be done to ensure that the legislation is passed by Parliament? What steps need to be taken after that?</i>	<i>Who are your stakeholders? What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with the passage of the legislation? How are you going to keep them informed?</i>	<i>What resources will you need - Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage.</i>

Stage 4: Implementation

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<p><i>A. Elaboration: What needs to be done to ensure that the legislation has any supporting documents required – regulations, by-laws, customs forms etc.</i></p> <p><i>B. Implementation: What needs to be done to make sure the elaborated law is properly implemented? What operating instructions etc for staff are required? What information is needed for the general public etc?</i></p> <p><i>C. Compliance: What needs to be done to ensure that there is appropriate compliance with the law?</i></p> <p><i>D: What provision is there for administrative and judicial review? What will be the implications for Customs?</i></p>	<p><i>Who are your stakeholders?</i></p> <p><i>What will they expect from you? What do they need to know?</i></p>	<p><i>How will you keep stakeholders informed of progress with the implementation of the Legislation?</i></p> <p><i>How will you communicate the expectations of Customs to those people affected by the law?</i></p> <p><i>How will you maintain a high level of compliance?</i></p>	<p><i>What resources will you need - Staff, physical, budget, external assistance?</i></p>	<p><i>Over what time frame will you:</i></p> <ul style="list-style-type: none"> <i>Establish the necessary supporting materials?</i> <i>Maintain an effective communication strategy?</i> <i>Implement and monitor new compliance procedures?</i>

Stage 5: Review and Amendment

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>What needs to be done to measure the effectiveness of the legislation? How will you demonstrate to Parliament that the law is working well? How will you review its operation?</i>	<i>Who are your stakeholders? What will they expect from you? What do they need to know?</i>	<i>How will you keep stakeholders informed of the effectiveness of the legislation? How are you going to work with them to monitor and review its operation?</i>	<i>What resources will you need - Staff, physical, budget, external assistance?</i>	<i>What time frame will you allow for the conduct of this review?</i>

Annex B: A LEGISLATION MANAGEMENT STRATEGY FOR JORDAN CUSTOMS

Context and Objectives

The Jordan National Customs is a key regulatory agency of the Jordanian Government. As such it is responsible for the administration of many aspects of Government legislation, and there are few laws which do not have some impact on Customs. The Customs Law, with the subordinate legislation that gives effect to the Law, is itself an important Government instrument. It is therefore central to the good administration of Customs that the Law is clearly worded, properly understood both by Customs staff and by stakeholders, and meets the Governments objectives for the integration of Jordan into the global economy.

The Customs Law and related legislation affects many key stakeholders. These include, but are not limited to:

- His Majesty the King
- The Government of Jordan
- The Prime Ministry
- Department of Trade and Industry
- Sales Tax Department
- Income Tax Department
- Jordan Investment Board
- The community
- Legal practitioners
- Owners and importers
- Clearing agents
- Exporters
- Foreign investors
- International travelers.

The Law is important for Customs in two ways:

- It establishes the law which Customs is responsible for administering
- It establishes the powers, and procedures which Customs must follow when administering the law.

In administering the Law Customs is meeting key Government objectives. These include:

- To harmonise local legislation with international norms laid down by the World Trade Organisation (e.g. the Valuation Agreement), the World Customs Organisation (e.g. the Kyoto Convention on the Simplification and Harmonisation of Customs Procedures) and key bilateral Agreements such as the Free Trade Agreement with the European Union, and the Free Trade Agreement with the United States.
- To introduce facilitating procedures which will simplify trade transactions and attract foreign investment, while maintaining the minimum necessary control on imports and exports
- To reduce the financial burdens on traders, and particularly to reduce Customs duties.

To assist Customs to meet the Government's objectives, it is important :

- That the Customs Law be transparent and accessible to stakeholders and Customs staff alike, so that any party impacted by the Law is able to understand how and why the Law affects them
- That stakeholders understand and accept the law of Customs as a regulatory law and not a penal law:

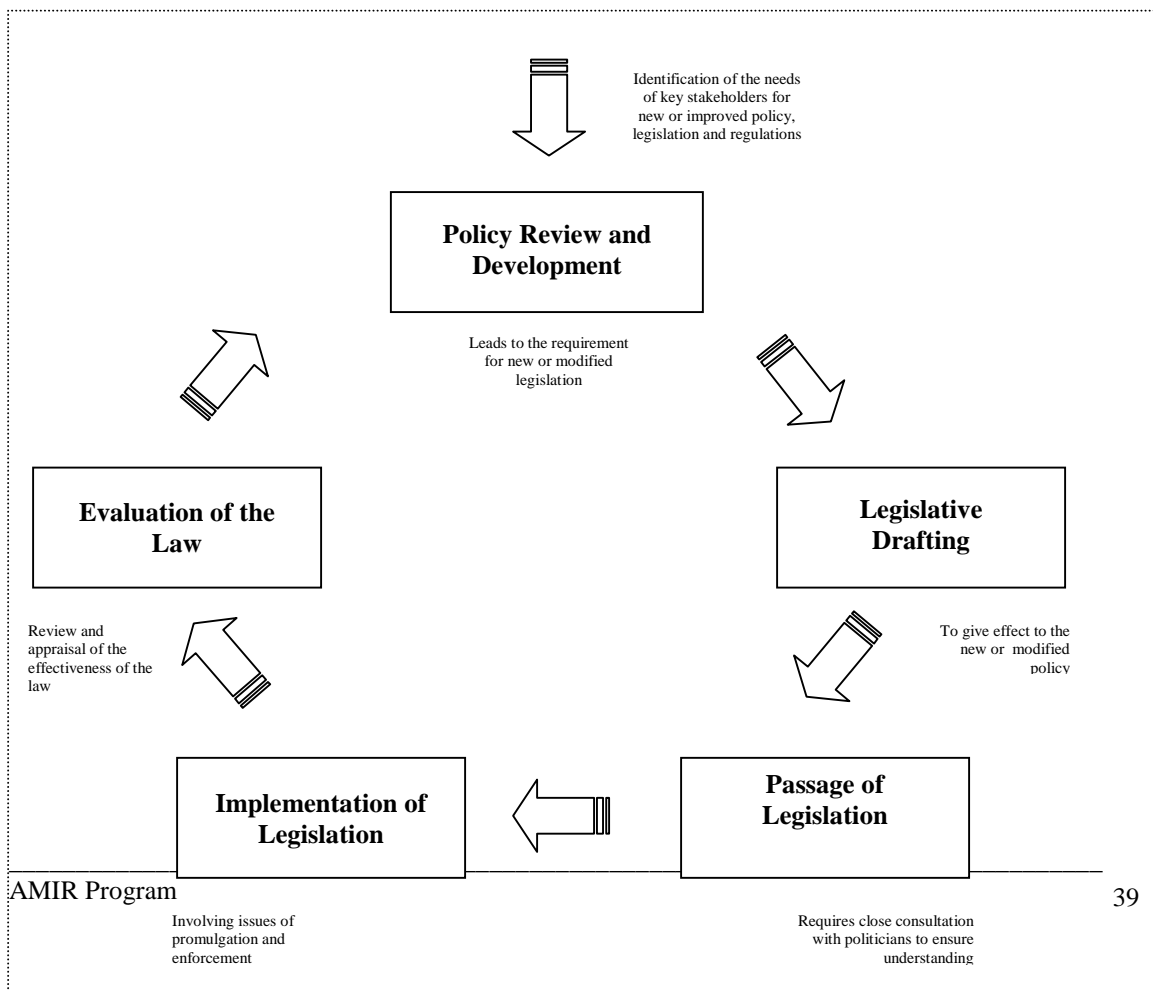
- So that penalties are not seen as an end in themselves
 - And stakeholders recognize that the penalties are proportionate to the nature of the offence to which they relate
- That the Law allows for the decentralisation of decisions within Government by effectively delegating appropriate powers to the Director-General of Customs to facilitate decision-making and reduce procedural obstacles
 - To empower Customs to adopt state of the art technology so as to facilitate trade
 - To increase transparency by bringing all Customs law under the one Law.

The Legislation Cycle

The proper management of its legislation program should therefore be a high priority for Customs if it is to maintain its ability to meet the Government's objectives. The management of legislation involves much more than simply drafting legislation for Parliament to consider, although that is an important element of its work.

In summary, Customs must be prepared to manage legislation at all stages: initiation, drafting, passage, implementation, and evaluation and review. This requires that Customs maintain a continuing focus on all legislation for which it is responsible at all stages of its maturity. This requires a proactive approach, using project management principles for the development and implementation of legislation, and a risk management approach to identify threats and risks that might impact upon the legislation program.

The diagram on the following page best represents the totality of what must be done.



Activities to Give Effect to the Five Stages of the Cycle

To manage legislation proactively and in response to Government objectives, Customs will need to anticipate and plan activity under each stage of the cycle. Some of these activities are set out below, but with experience and more practice, additional activities will also be identified. To assist with the identification of these activities, a simple template has also been identified for each stage of the cycle. These templates are attached at Annexes A to E.

Stage 1: Initiation

At this stage of the process, Customs will undertake activities such as:

- Identifying the need for legislative change through research and evaluation of existing law and new policy requirements
- Identifying international norms and standards that need to be included in Customs Law
- Responding to requests from Government Agencies and other stakeholders to change the law to meet new policy objectives
- Planning the remaining stages of the legislation cycle so that each new piece of legislation is managed according to project management principles
- Preparing drafting instructions to assist the draftsman to draft the legislation

Stage 2: Drafting

At this stage of the process, Customs will

- Undertake the initial drafting process and prepare a proposed draft
- Liaise with the Bureau of Legislation to ensure that the draft is refined in accordance with the law, but without losing the policy intent
- Where the law is a by-law or subordinate law, Customs will liaise with the Prime Ministry to ensure that it is properly drafted
- Once the draft Law has been submitted to the Parliamentary Legislation Committee, liaise with that committee to assist it to understand the law:
 - This will include providing to the Committee explanatory materials in support of the Law
- Start preparing subordinate legislation in anticipation of the passage of the main law
- Start preparing materials for staff and stakeholders explaining the impact of the new Law

Stage 3: Passage

At this stage of the process, Customs will:

- Assist Parliament as necessary to understand the Law by:
 - Participating in meetings with parliamentarians
 - Providing such explanatory material as Parliament may request.

Stage 4: Implementation

At this stage of the process, Customs will:

- Complete the required legal procedures to bring the legislation into force, including gazettal of the Law
- Conclude preparation of the subordinate legislation required, and bring it into effect

- Conclude preparation of the explanatory materials
- Disseminate the explanatory materials to stakeholders and provide access to the law through all available media, including:
 - Website
 - Brochures and pamphlets
 - Advertisements
 - Seminars
- Inform and educate customs staff about the changes, through appropriate means such as:
 - Training courses
 - Staff information circulars
 - Revised operating instructions
 - Intranet (if and when available)

Stage 5: Monitor and Review

At this stage of the process, Customs will:

- Provide a mechanism to receive feedback on the operation of the law from:
 - Stakeholders
 - Courts
 - Staff
 - International bodies (if appropriate)
- Review and assess the operation of the law over a period of time
- Initiate a process of legislative change to improve the law.

Key Inputs

To assist the management of the legislation cycle, Customs will provide the following inputs:

6. Organisational Structure.

- Customs will maintain an effective Legal Department to manage all stages of the Legislation cycle in consultation with operational and policy areas of Customs
- Customs will establish a Legislation Committee with responsibility for planning and overseeing the work of the Legal Department, and coordinating the work of the Department with other areas of Customs. This Committee will be chaired by a very senior officer, and the Legal Department will provide the Secretariat.
- The Legal Department should report to the Director General or his Deputy.

7. Staff Skills

- Customs will maintain a group of officers skilled in legislative drafting to ensure that it has a capability sufficient to deliver an effective on-going legislation program
- Customs will maintain a suitable training program to ensure that skilled drafting resources are developed when necessary

8. Planning Process

- Customs will introduce a planning process to establish an annual program of legislative change, based on bids received from operational and policy areas, and in consultation with external stakeholders
- The planning process will be undertaken by the Legal Department under the Guidance of the Legislation Committee
- This planning process will be conducted in consultation with Policy and Planning Department, and will be linked to the Strategic Planning process.

9. Stakeholder involvement

- Customs recognizes that stakeholders need to be involved at all stages of the legislation cycle and will maintain effective consultation mechanisms with them

10. Resources

- Customs will ensure that the Legal Department has adequate resources to ensure that it is able to manage the legislation program effectively. Resources include legal texts, access to appropriate IT etc.

Project Management Templates

Customs recognizes that the development, passage and implementation of legislation requires careful planning, and is best conducted according to project management principles. Each stage of the legislation cycle should be planned and managed carefully. This will enable all risks to the project to be identified and treated, project milestones to be identified and met, and proper documentation of the process to be established.

To assist with this aspect of the strategy, Customs will manage its legislation using simple project management documents to provide guidance on the issues that need to be addressed at each stage of the process. These simple templates are attached for ease of reference. They will be changed and improved as experience with them develops.

DRAFT LEGISLATION MANAGEMENT TEMPLATES**1. Initiation Stage**

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>How is policy being developed? What input is Customs making to the policy? How are drafting instructions being developed?</i>	<i>Who are your stakeholders What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with policy development</i>	<i>What resources will you need? Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage</i>

2. Drafting Stage

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>How Is draft legislation being developed? What input is Customs making to the drafting? What subordinate legislation is being drafted?</i>	<i>Who are your stakeholders in the drafting process? What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with drafting? What means of communication do you need to have?</i>	<i>What resources will you need? Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage</i>

3. Passage and Entry into Force

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>What needs to be done to present the legislation to Parliament? What has to be done to ensure that the legislation is passed by Parliament? What steps need to be taken after that?</i>	<i>Who are your stakeholders? What will they expect from you? What do they need to know?</i>	<i>Who needs to be kept informed of progress with the passage of the legislation? How are you going to keep them informed?</i>	<i>What resources will you need - Staff, physical, budget, external assistance?</i>	<i>Working backwards from entry into force, determine max time allowable for this stage.</i>

Stage 4: Implementation

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<p><i>A. Elaboration: What needs to be done to ensure that the legislation has any supporting documents required – regulations, by-laws, customs forms etc.</i></p> <p><i>B. Implementation: What needs to be done to make sure the elaborated law is properly implemented? What operating instructions etc for staff are required? What information is needed for the general public etc?</i></p> <p><i>C. Compliance: What needs to be done to ensure that there is appropriate compliance with the law?</i></p> <p><i>D: What provision is there for administrative and judicial review? What will be the implications for Customs?</i></p>	<p><i>Who are your stakeholders?</i></p> <p><i>What will they expect from you? What do they need to know?</i></p>	<p><i>How will you keep stakeholders informed of progress with the implementation of the Legislation?</i></p> <p><i>How will you communicate the expectations of Customs to those people affected by the law?</i></p> <p><i>How will you maintain a high level of compliance?</i></p>	<p><i>What resources will you need - Staff, physical, budget, external assistance?</i></p>	<p><i>Over what time frame will you:</i></p> <ul style="list-style-type: none"> <i>Establish the necessary supporting materials?</i> <i>Maintain an effective communication strategy?</i> <i>Implement and monitor new compliance procedures?</i>

Stage 5: Review and Amendment

<u>Function</u>	<u>Stakeholders</u>	<u>Communication Requirements</u>	<u>Resources</u>	<u>Timing</u>
<i>What needs to be done to measure the effectiveness of the legislation? How will you demonstrate to Parliament that the law is working well? How will you review its operation?</i>	<i>Who are your stakeholders? What will they expect from you? What do they need to know?</i>	<i>How will you keep stakeholders informed of the effectiveness of the legislation? How are you going to work with them to monitor and review its operation?</i>	<i>What resources will you need - Staff, physical, budget, external assistance?</i>	<i>What time frame will you allow for the conduct of this review?</i>